

A SPORT PLAN FOR ALBERTA

**A NEW
CENTURY
FOR
AMATEUR
SPORT:**

**FROM
PARTICIPATION
TO
EXCELLENCE**



Prepared by

Alberta's Sport Plan

Task Force

A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

Honourable Gene Zwozdesky
Minister of Alberta Community Development
229 Legislature Building
10800 - 97 Avenue
Edmonton, AB T5K 2B6

Dear Minister:

It is my pleasure to present to you *A New Century for Amateur Sport: From Participation to Excellence*.

This is a sport plan for Alberta developed by the Alberta Sport Plan Task Force. The plan builds on the new National Sport Plan and addresses the needs of Alberta's sport development system. The plan identifies 180 recommended actions which fall under 10 areas of emphasis, namely sport participation, excellence in sport, leadership and volunteer development, sport marketing and communication, business of sport, facilities, funding, ethics in sport/safe environment, research, development and planning and sport organization and partnerships.

From the 180 actions, the Task Force identified the 19 priority actions and tied them into three existing delivery mechanisms, namely, communities, volunteer organizations, education and schools.

I submit this plan for your review and I look forward to your response.

Sincerely,

Orest Korbutt
Chair
Alberta Sport Plan Task Force

A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

Contributors

A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

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A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

Executive Summary

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

BACKGROUND

Alberta's first sport development strategy was developed in 1984, focusing on the need to co-ordinate and support sport development and delivery in the province.

The 1989 Alberta sport plan, *Sport Development Strategy into the 1990s*, built upon the accomplishments of the previous five years and set the direction for developing a stronger provincial sport system for that time.

Throughout the 1990s, many organizations continued their efforts of providing sport opportunities for Albertans. Some re-positioning occurred in organizations involved in the development and delivery of sport in the province. Provincial sport associations were working towards becoming more self-sufficient, relying less on government funding. The role of the government shifted from directing to facilitating. Similarly, the volunteer boards at the provincial level were moving from direct programming and providing services, to an increased focus on policies and procedures and enabling the sport delivery system at the local level.

After a period of readjustment, the focus of the early 2000s is looking at where we have been, where we are now and where we want to go. The result was a request from the sport community for the provincial government to convene a process and update the plan for sport in Alberta for the next decade.

The content of *A New Century for Amateur Sport: From Participation to Excellence* sets out a strategy to achieve a vision for sport in Alberta by the year 2010. This vision is **"to make sport a vital component of Alberta's legacy, growth and lifestyle."**

BENEFITS OF SPORT

It is a well established fact that sport has many benefits. *A New Century for Amateur Sport: From Participation to Excellence* identifies a number of those sport-related benefits and an inventory is listed under the following topic areas: Health and Well-Being, Social and Personal Development, Community and Cultural Development, and Economic Benefits.

There is a strong relationship between physical activity and individual health. As cited in the Mills Report - Standing Committee on Canadian Heritage, *Sport in Canada: Everybody's Business*, 1998, a 10% increase in the physical activity level of Canadians would save an estimated \$5 billion in health care costs. In addition, it has been proven that those who are physically active are less likely to engage in smoking. Individuals also benefit in other ways from their involvement in sport and physical activity. Skills such as organization and leadership development, problem solving, and dealing with interpersonal relations all have long-lasting effects on the individual that can take them beyond competitive sport days.

Under the Mazankowski Report, the first reform is to stay healthy. The report proposes to contribute to the health of Albertans by providing a strong commitment to education, setting clear health objectives and targets, providing better information to Albertans and taking steps to encourage Albertans to stay healthy.

From reports released from the Alberta Future Summit under the area of Health and Wellness, there was clear direction to create, support and maintain healthy lifestyle choices for all Albertans. Suggested actions included:

- Market and promote the benefits of recreation and wellness
- Reintroduce daily physical or recreational activities into the school curriculum
- Update, implement and promote active living strategies

- Maintain and upgrade aging recreational infrastructure
- Invest in an Alberta sport plan

The volunteer efforts in sport not only bring individual satisfaction, but also leave a community of citizens with an enhanced skill base. Hosting sport events can also bring new or improved facilities to a community, benefiting the community and sport development for years to come. Not to be overlooked are the significant economic benefits that are associated with hosting sporting events. The 2001 World Championships in Athletics attracted more than 400,000 and showcased Alberta's tourism and hospitality to over 4 billion television viewers. The total economic impact of these Championships are estimated to have exceeded 150 million in Alberta.

While the material presented is not all-inclusive, it does show that investing in sport provides Albertans with many positive benefits.

AREAS OF EMPHASIS

All three levels of government-municipal, provincial/territorial and federal-along with numerous associations and organizations, are involved in sport development and delivery in this country. Early in the development of updating Alberta's sport plan, it was intended that the plan would be supportive and compliment the new federal Canadian Sport Policy where there was a suitable fit for Alberta.

The new Canadian Sport Policy initiative identified four national themes: **Enhanced Participation, Enhanced Excellence, Enhanced Capacity Building and Enhanced Interaction**. Alberta's updated planning process identified 10 areas of emphasis for the Alberta sport system.

- Sport Participation
- Excellence in Sport
- Leadership and Volunteer Development
- Sport Marketing and Communication
- Business of Sport
- Facilities
- Funding
- Ethics in Sport / Safe Environment
- Research, Development and Planning
- Sport Organization and Partnerships

The national themes of Enhanced Participation and Enhanced Excellence relate directly to the first two Alberta areas of emphasis and Enhanced Capacity Building and Enhanced Interaction are inherent in all 10 of Alberta's areas of emphasis.

RATIONALE AND GAPS

A rationale for each area of emphasis was developed along with a list of current gaps in Alberta's sport delivery system. The rationale and gaps serve to provide a context and frame of reference. The breadth of this material illustrates just how widely sport impacts the Albertans.

OUTCOMES AND ACTIONS

The final section of the plan provides outcomes for each of the 10 areas of emphasis as well as actions for each outcome.

The plan presents 65 outcomes in total, supported by 180 actions. Examples of some of the outcomes are: youth development through sport, encouragement of student participation in sport in the education system, provision of high level training opportunities, coaching as a valued profession, well trained officials at all levels of sport, a volunteer investment program that focuses on recruitment, recognition and retention; a sport tourism impact model; a provincial reinvestment strategy for aging sport infrastructure; and tax reform for corporations and individuals supporting sport. These are just a few of the many outcomes contained in *A New Century for Amateur Sport: From Participation to Excellence*.

This comprehensive plan presents a very challenging agenda for the future. Each of the planned actions will improve the provision of safe sport opportunities for Albertans. The success of completing *A New Century for Amateur Sport: From Participation to Excellence* is reliant on the involvement and participation of many individuals and organizations, each working to complete a piece at a time.

PRIORITIES FOR ACTION

It is recognized that a plan that puts forward 180 actions and aims to achieve 65 outcomes is an ambitious one. In order to assist the sport community to achieve success in implementing the plan, priorities for action have been developed focusing on the existing delivery mechanisms of communities, regional and provincial volunteer organizations and educational institutions. These mechanisms will help put 19 of the highest priority action items from the sport community into movement towards the achievement of the vision.

A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

Priorities for Action

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

COMMUNITIES

Local municipalities are key providers of sport and recreation and play the primary role in the direct delivery of sport in the community. The hosting and participating in games such as the Alberta Senior, Summer and Winter Games, Arctic Winter Games, Western Canada Summer Games, Canada Summer and Winter Games provide a number of socio-economic and healthy living benefits. The events develop volunteers, strengthen the host communities, encourage participation in sport and contribute to the overall economy. There are also direct benefits to individuals through volunteer development. It teaches teamwork, commitment and respect, develops leadership skills and builds self-confidence.

Communities, through municipal recreation infrastructure have the ability to provide programs and activities with the widest possible level of participation. Albertans are afforded opportunities that are close to their place of residence that include their surrounding community at a reasonable cost. This approach impacts communities by developing local pride, providing economic spin-offs and more importantly supports Albertans in their physical and mental well being while contributing to their overall health.

MAKING A DIFFERENCE AT THE COMMUNITY LEVEL

PRIORITY ACTIONS

1. Encourage and support the participation in sport and recreation of underrepresented groups i.e.: girls and women, indigenous people, economically depressed and disadvantaged individuals and people with disabilities.

Primary responsibility - individual communities, supported by government funding agencies.

2. Increase availability of safe sport and recreation facilities through upgrading the aging existing infrastructure, as well as developing programs to build new facilities to accommodate population growth and to encourage optimum utilization of school facilities during non-school hours.
3. Create training programs for regional/local development that focus on recruitment, recognition and retention of volunteers and staff involved in providing sport and recreation opportunities in an affordable manner.

Primary responsibility - government funding agencies, supported by community volunteer organizations.

4. Provide support for proactively pursuing the hosting of regional, national and international sport events in the province.

Primary responsibility - communities and volunteer organizations, supported by government funding agencies.



PRIORITIES FOR ACTION

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

VOLUNTEER ORGANIZATIONS

In addition to the many benefits of participating in sport and physical activity, there are also tremendous opportunities for those involved in the system as volunteers. These individuals include coaches, officials, parents, volunteer club members, administrators and even spectators.

The Alberta system of volunteer-driven, non-profit organizations offers specialized sport specific programs that support grass roots sports from participatory through to high performance. For the most part, the organizations are local in nature with links to provincial and territorial organizations which link to governing bodies at the national level. Alberta's communities receive the benefit of a population that has increased and enhanced their diversified work skills through volunteer efforts associated with sporting events and as part of a team and sport community.

MAKING A DIFFERENCE THROUGH VOLUNTEERS

PRIORITY ACTIONS

5. Increase provincial funding to sport and recreation associations to enable them to provide quality services for all Albertans and to address the gap between current programs of the provincial associations and their national counterparts.

Primary responsibility volunteer organizations, supported by government funding agencies.

6. Increase provincial support for a high performance athlete development program including increased support for individual athletes as well as increased funding to provincial associations for identification, selection and training of athletes and teams for interprovincial games.

Primary responsibility - volunteer organizations, supported by government funding agencies.

7. Develop a Provincial Sport Training and Sciences Network in partnership with government, municipalities, facility owners, education systems and provincial sport associations. This involves establishing a provincial network that provides enhanced training opportunities and improved access for coach/athlete support services that include medical, biomechanical, psychological, and physiological, that links with the National Sport Centre Network.

Primary responsibility - volunteer organizations, supported by government funding agencies.

8. Provide coaches with an enhanced accreditation, certification, re-certification program to ensure a superior science based approach, including 3M/ National Coaches Certification Program, national officials certification programs, and national/ provincial sport association programs.

Primary responsibility - volunteer organizations supported by government funding agencies.

9. Increase support for hosting provincial multi-sport Games including Alberta Summer/ Winter Games and the Alberta Senior Games.

Primary responsibility - volunteer organizations supported by government funding agencies.

10. Encourage the private / corporate sector to play a more prominent role in support of sport development.

Primary responsibility - government funding agencies supported by volunteer organizations.

11. Establish an advocacy group for sport and by sport that is independent of government – a collective voice for sport, or an Alberta sport alliance.

Primary responsibility - volunteer organizations.

12. Maintain the availability and services of the Percy Page Centre as a provincial association administration facility.

Primary responsibility - government funding agencies.

EDUCATION AND SCHOOLS

"Education is a shared responsibility involving students, parents, teachers, the school and the community. Within each day, whether at home, school, or in the community, there is structured and unstructured time available for meeting the aim of the physical education program that contributes to student well-being. As the benefits of physical activity increase proportionally as a result of the time and intensity provided, consideration should be given to maximizing the amount of time available within the school context." Page One - K-12 Physical Education Program of Studies 2000

Physical Education programs in schools provide an opportunity for all Alberta students to experience physical activity. Sport is an important component of school physical education programs. The K-12 physical education program identifies student learning outcomes such as: basic skills, application of basic skill in alternative environments, dance, games, types of gymnastics, individual activities, functional fitness, body image, well-being, communication, fair play, leadership, teamwork, effort, safety, goal setting/ personal challenge and active living in the community. Teachers use sport as a vehicle to facilitate opportunities for students to achieve these outcomes.

Students are introduced to sport and activity through school programs. Opportunities to encourage and enable all students to develop the knowledge, skills and attitudes to lead an active, healthy lifestyle is the aim of the K-12 school physical education program. Students can also identify talents and interests through initial introduction to sport in school physical education programs. Based on school resources students have the potential to progress to higher levels of competition. Physical activity and school sport are important components in the sport delivery system.

MAKING A DIFFERENCE INSIDE AND OUTSIDE THE CLASSROOM

PRIORITY ACTIONS

13. Continue to include K-10 physical education as a part of core programming for Alberta students. Provide support for teacher implementation of the new program.
14. Provide ongoing support for teacher implementation, specifically related to the teaching of sport. Collaboration with Alberta Sport organizations and provincial professional development consortia to facilitate planned and coordinated learning opportunities for teachers. (e.g., through regional consortia in the province in partnership with the ATA Health and Physical Education Council.)
15. Explore collaboration for intramural development /implementation support with Health and Physical Education Council, Alberta/Schools Come Alive and/or Ever Active Schools.
Primary responsibility - schools supported by Alberta Schools Athletics Association and government funding agencies.
16. Expand and enrich intramural and interschool sport programs.
Primary responsibility - schools and communities supported by government funding agencies.
17. Support and facilitate joint use of community and school sport and recreation facilities.
Primary responsibility - schools and communities supported by government funding agencies.



PRIORITIES FOR ACTION

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CROSS SYSTEMS

There are priorities that span across all three delivery mechanisms.

PRIORITY ACTIONS

18. Produce and deliver a social marketing campaign promoting the benefits of participation in sport and recreation as well as information that assists Albertans in accessing opportunities to participate.

Primary responsibility - government funding agencies supported by communities, volunteer organizations and schools.

19. Develop joint projects for sport that feature collaborative efforts by government departments impacted by sport (i.e.: the ministries responsible for sport, tourism, lotteries, health, justice, economic development etc.)



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Background

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

Sport has long been considered an integral part of Alberta's social fabric and a means of achieving rewarding personal development. A total of 97.2% of Albertans believe that sport and recreational opportunities make important contributions to their quality of life.¹

Over 97% of Albertans believe that sport and recreational opportunities are important in contributing to their quality of life.

Alberta's first Sport Development Strategy, developed in 1984, focused on the need to coordinate and support sport development and delivery in the province. The 1989 Alberta sport plan, *Sport Development Strategy into the 1990s*, built on the accomplishments of the

previous five years and set the

direction for developing a stronger provincial sport system for that time.

It stated that partnership and shared responsibility are crucial in the Alberta sport delivery system. The positive working relationships of the Alberta Sport, Recreation, Parks and Wildlife Foundation and many organizations such as the provincial sport associations demonstrate how partnerships among groups with different perspectives can operate successfully.

To achieve the objectives outlined in *Sport Development Strategy into the 1990s*, nine key strategy areas were identified: funding, technical leadership, participation, excellence, communication/coordination/liaison, recognition, organizational development, hosting and facility development. Included in the plan was the Provincial Sport Associations moving towards self-sufficiency and the role of government shifting from directing to facilitating. In the following decade, these broad strategies changed very little. These strategies are always likely to be a focus in a provincial sport delivery system. Experience has shown that support for developing these strategies is important if the Alberta Advantage is to be reflected in the provincial sport delivery system.

Although the strategies have changed only slightly, the environment surrounding the sport delivery system in Alberta has changed substantially over the past decade. Public sector reform has resulted in a new relationship between the government, the private sector and the non-profit sector. In addition, lottery funding support to the provincial sport development system has not kept pace with population growth and inflation.

A number of emerging factors are providing a catalyst for the development of a new sport plan for the beginning of the 21st century in Alberta. In a post-deficit economy, the government has an opportunity to reinvest in programs and initiatives that will pay considerable dividends to the citizens of the province, both in terms of a superior quality of life and a positive impact on health.

The content of *A New Century for Amateur Sport: From Participation to Excellence* sets out a strategy to achieve a vision for amateur sport in Alberta by the year 2010. Based on the vision, "To make sport a vital component of Alberta's legacy and lifestyle," *A New Century for Amateur Sport: From Participation to Excellence* compliments the objectives outlined in the Alberta Active Living Strategy, prepared in 1997 by the Alberta Active Living Task Force² providing direction for increasing overall levels of physical activity. *A New Century for Amateur Sport: From Participation to Excellence* highlights a range of strategies that are important for providing Albertans with the multitude of benefits that can be derived from sport.

At the same time the Secretary of State (Amateur Sport) and the Provincial/Territorial Ministers responsible for Sport agreed to develop a common approach to strengthen Sport in Canada. The first-ever Canadian Sport Policy, to improve the collaboration of all governments, was released in June 2002.

A New Century for Amateur Sport: From Participation to Excellence compliments the Canadian Sport Policy by identifying key actions that will enhance participation as well as athletic excellence for Albertans.

THE BENEFITS OF SPORT

"Sport is at the heart of Canadian life. It's an activity that has benefits for each and every Canadian, for our communities and for our country. Sport puts front and

Sport promotes physical, mental, emotional and spiritual health and well-being.

centre the qualities we value as Canadians - fairness, team spirit, hard work, dedication and commitment. And our hard-working, dedicated and committed high-performance athletes are role models for our children. Sport promotes

*physical, mental, emotional and spiritual health and well-being. Sport develops character and teaches the rewards of discipline and perseverance. It is also a way for Canadians to get to know each other" (Denis Coderre, Secretary of State [Amateur Sport]).*⁴

In the 1980s, Alberta was able to develop one of the finest sport systems. Since then, support has not kept pace with inflation and population growth. As a result there is a need to enhance the existing sport development system for all Albertans. Many of the benefits that can be derived from a vibrant sport sector relate directly to elements of the Alberta government's areas of emphasis, as we entered the 21st century.

In its annual report for 1999-2000, the Alberta government stated that:

- Albertans will be healthy.
- Our children will be cared for, safe, successful at learning and healthy.
- Our workforce will be skilled and productive.
- Alberta will have effective and efficient infrastructure.
- Alberta will have a fair and safe work environment.

In addition, the Alberta government's business plan for 2001-2004 includes a focus on:

- improving health care, in part by "focusing on long-

term health gains through increased emphasis on programs to prevent illness and injury, and protect and promote good health, as well as healthy active lifestyles"

- investing in infrastructure

Specific targets outlined in the Alberta Business Plan for 2001-2004 include:

- The health status of Albertans will improve by 2005.
- A reduction in provincial crime rates below the national rate by 2005.
- Alberta will have an effective and efficient infrastructure.

For the benefits of sport to be realized, the "public good" element of sport needs to be promoted and recognized. The public good⁵ includes a healthier society, social cohesion, an enhanced sense of identity and image, and the prevention of crime. However, when support for sport is left to the market forces of supply and demand, the above-noted benefits are not fully realized. Since sport development can play an integral role in building the social capital of the province, it is essential that the Alberta government continue to play a key role in ensuring that all Albertans have the opportunity to derive the benefits of sport participation.

The remainder of this section briefly outlines an inventory of sport-related benefits that can accrue to society as a whole when its citizens are provided the means to participate in and strive for excellence in sport.

Health and Well-Being

What individuals do in their leisure time significantly affects illness, disease and even longevity.

Healthy lifestyles reduce health care costs and improve quality of life. A healthy lifestyle has far-reaching implications for all members of society. Older adults who are physically active have greater abilities to cope with the stresses of aging.

Physical activity plays an integral part in preventing childhood obesity and physical activity provides young people with the basis for a lifetime of positive health. Indeed, what individuals do in their leisure time significantly affects illness, disease and even longevity.⁶

Sport is an important form of active living, and participation in sport and physical activity have been shown to have a number of positive health benefits. The connection between sport and health has long been recognized. For example, there is evidence that obesity has increased among Canadians in the past 15 years. This is particularly the case among children aged 6-11 years (50% increase) and aged 12-17 (40% increase).⁷ The risk of coronary heart disease, obesity, diabetes, hypertension, some forms of cancer, osteoporosis and poor mental health increases as a result of physical inactivity. It has been estimated that a 10% increase in the number of active Canadians would result in a \$5 billion saving for the health care system.⁸

Bringing this into an Alberta context, assuming Alberta has 10% of the country's population, a modest increase of 10% in the number of active Albertans could potentially save \$500 million in associated health care costs.

A 10% increase in the number of active Canadians would result in a \$5 billion saving to the health care system.

According to a 1995 University of Alberta study, over 1,500 scientific articles published between 1990 and 1995 positively linked physical activity to health.⁹ The major positive health outcomes associated with increased activity were:

- a slowing of physical decline by up to 50%
- increased prospects for increasing social networks through active living
- early disease detection
- enhancement of brain function
- more rapid recovery from serious illness
- an improved immune system¹⁰

Health spending represented 31.9% of all Alberta government spending (\$5.653 billion) in 2000-01. Health care costs will continue to be a major public priority. However, the February 2001 Speech from the Throne included statements about health care consisting of "much more than hospitals and doctors' offices," the "connection between lifestyle and good health" and the government's "recognition of the importance of wellness."

Social and Personal Development

In addition to its health benefits, sport also plays a major role in social and personal development. Those who participate in sport recognize this fact. For example, active Canadians ranked health and fitness, and relaxation, as the most important personal benefits of sport. A sense of achievement was also rated as a very important benefit by 57% of Canadians.¹¹

Sport provides opportunities for social and personal development within the family and community, and at work. For example, families are able to participate together in meaningful leisure time activities that strengthen bonds, and local teams and individual athletes can play a role in uniting a town or city behind a group of well-known heroes. Sport participation can also help workers to acquire life skills that are applicable to a wide range of work-related challenges. Skills that can be learned through sport include organization and leadership development, problem solving and developing interpersonal skills.

The social and personal development benefits of sport involvement apply to people of all ages. In a well-designed sport program, children can develop self-confidence, become more autonomous and develop feelings of self-worth. Academic performance also increases when quality daily physical education is included in the school curriculum, and sport can play a role in teaching children how to cope with failure.

Sport can play a key role in directing the behaviour of young adults toward socially acceptable norms. The likelihood of youth never smoking is directly related to

More than 80% of Canadians between 10 and 24 that are physically active have never smoked.

their current level of physical activity. More than 80% of Canadians between 10 and 24 years of age who are physically active have never smoked.¹² It has also been argued that leisure activities such as sports "may be

significant in creating opportunities for identity development, social meaning, levels of competence and intrinsic satisfaction in adolescence."¹³

Community and Cultural Development

Another benefit of sport is its ability to help communities grow and develop. Sport and recreation programs help to strengthen communities by teaching positive attitudes and values.

At the provincial level, sport can be used to promote policy initiatives. Sport can ease diplomatic pressures and bring provinces and regions together (for example, in the Canada Games, Western Canada Summer Games or Arctic Winter Games) and promote Alberta's image internationally. Sport creates pride among Albertans when they witness their fellow citizens winning national and international competitions.

Winners of the 2001 Alberta provincial high school track and field championships illustrate the benefit of sport at the individual community level. Athletes from Foremost High School won their sixth 1A team title in succession. A parent of one of the athletes said, "It feels good to know you can compete anywhere, and it gives them an edge when they leave Foremost. You get that drive, that feeling that what you've done here in sport can continue on to any further achievements. We're all real proud of these kids."¹⁴

A specific benefit of sport participation among youth is a reduction in juvenile crime. There is compelling evidence to support the positive effect that active sport participation has on marginalized youth and children. Along with other interventions, sport can reduce crime in certain groups and communities.¹⁵ For example, the

Edmonton Police Activity League (PALS) is a non-competitive, juvenile crime prevention program that relies heavily on sport, recreational and social activities to encourage harmony among students and to create a positive bond between police officers and high risk youth. Participation in sport activities is positively related to family satisfaction, family interaction and family stability. Sport opportunities made available through community leagues and community service organizations play an important role in the socialization of children and adolescents.¹⁶

Overall, 27.1% of adult Albertans volunteer in sport.

A primary community benefit of sport is the extent of volunteer effort that is expended in sport delivery in Alberta. Each year, men and women from across the province volunteer to ensure that quality sport opportunities are

provided to all Albertans. In 1998, approximately 218,000 (9.7%) of all adult Albertans participated in amateur sport as administrators or helpers; 129,000 (5.7%) as officials, referees or umpires; 173,000 (7.6%) as coaches; and 836,000 (37.0%) as spectators. Overall, 27.1% of adult Albertans volunteer in sport.¹⁷

In addition to community-wide benefits, sport can be used as a unifying force. For example, ethnic groups have used sport as a means of coping with urban life. Sport also acts as a means for immigrant populations to maintain and promote their unique cultural heritage.

Economic Benefits

The economic benefits of sport occur at a number of levels. The sport industry's contribution to national economic activity accounted for approximately 1.1% of the gross domestic product (GDP) and 2% of jobs in Canada in 1995-96.¹⁸ A recent study in Edmonton indicated that money spent on sport and active recreation fees, training costs, equipment costs, phys. ed and school/college sport, travel, sport/recreation related social costs and extra money spent indirectly was approximately \$1,455 per year for an Edmonton

household. The same study based on the 1999 Edmonton census revealed 238,497 households in Edmonton. The calculations would indicate spending of \$347,013,135 into the provincial economy.¹⁹ The size of the sport economy is important when one considers that the provincial government "recognizes that fundamental to Alberta's success is a strong and diverse economic base."²⁰

Hosting individual events and championships can also have a significant economic impact on local economies. For example, in the preparation and bid process to host World Championships, many sports have used Economic Development Edmonton to estimate the impact on the provincial GDP. The following impacts have been *estimated* based on anticipated size and scope of the event, which is provided by the organizing committees:

1996	World Figure Skating	\$30.9 million
1999	World Tae Kwon Do	\$9.4 million
2001	World Triathlon	\$9.1 million ²¹
2001	World Championships in Athletics	\$183 million

Sport represents 26% of all person-trips taken by Canadians.

Sport and recreation can also act as a catalyst for tourism - a significant component of the provincial economy. Growing areas of tourism include adventure vacations, cultural and historical area visitations, community festivals, events and

competition participation. The Canadian Travel Survey reports that in 1996, 35.84 million person-trips taken by Canadians included participation in sports or an outdoor activity, and nearly 8.6 million person trips included attendance at a spectator sporting event. Sport activity represents 26% of all person-trips taken by Canadians. The Calgary Winter Olympics in 1988 attracted over 150,000 visitors to the city during the Games, with 21% staying for 13 or more nights.²²

The construction of sport facilities can also act as an instrument for economic development. The presence of sport and recreation services can motivate businesses to relocate and expand in a community, thus creating the opportunity for further economic diversification.

Other economic benefits of sport and physical activity relate to the workplace (see above section on the health and well-being benefits of sport). The benefits of offering a workplace physical activity program include increased productivity, reduced absenteeism, better employee relations, improved health/wellness and improved morale. The City of Edmonton has a major workplace health promotion initiative called "Wellness Works." The program is designed to look at personal resources, health practices and the work environment.²³

As noted elsewhere in this document, increased sport participation would make a major contribution to the sustainability of the provincial health care system. Illness resulting from physical inactivity results in direct costs to the Canadian health care system.

LINKING THE PRESENT TO THE FUTURE FOR SPORT IN ALBERTA

The main thrust of growing a sports culture is to increase the public's interest in sport, whether it is for participation for health benefits or spectator reasons with related economic benefits. This requires a mindset change in the local community, especially specific population segments that have relatively low rates of participation.

A New Century for Amateur Sport: From Participation to Excellence was developed providing a strategic direction for Alberta that leads the nation in the provision of sport opportunities. It also builds upon and complements the National Sport Plan³ which was completed in April 2002.

Synergy exists between National and Alberta's sport plans.

The National Sport Policy identifies that participation, excellence, capacity building and integration of effort are crucial to achieve maximum benefits from sport. *A New Century for*

Amateur Sport: From Participation to Excellence builds on these pillars with actions that will widen opportunities, develop potential and achieve excellence. The areas of emphasis for *A New Century for Amateur Sport: From Participation to Excellence* are:

- Sport Participation
- Excellence in Sport
- Leadership and Volunteer Development
- Sport Marketing and Communication
- Business of Sport
- Facilities
- Funding
- Ethics in Sport/Safe Environment
- Research, Development and Planning
- Sport Organizations and Partnerships.

In total, the Sport Plan Task Force came up with 180 recommended actions which were then prioritized. These priorities for action can be delivered in partnership with three primary delivery mechanisms. These delivery mechanisms are in place for the development of sport, and the province will work to enhance its partnerships with: communities, regional and provincial volunteer organizations and educational institutions. Building on timely and strategic relationships is necessary for the implementation of *A New Century for Amateur Sport: From Participation to Excellence* to succeed.

Areas of Emphasis

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

The following section represents the detailed plan, including 180 actions grouped into 10 areas of emphasis. For each of the key areas of emphasis, this section of the report provides rationale and highlights current gaps (or weaknesses) in Alberta's sport delivery system.

SPORT PARTICIPATION

Rationale

- An active lifestyle should be a way of life in Alberta. Although there is an Alberta Active Living Strategy, more focus must be placed on providing opportunities for Albertans to participate in recreational sport.
- The primary reasons for non-participation in sport among adult Albertans in 1998 were a lack of time (29.5%), no interest (23.5%), poor health or injury (10.4%), age (12.1%) and disability (3.1%).²⁴
- Participation will provide benefits for all Albertans, regardless of age. Lack of fitness among young people is a serious concern, as is the long-term health of adults.²⁵
- Sport participation in Canada is declining. Between 1992 and 1998 the percentage of Canadians participating on a regular basis decreased from 45% to 34% of the adult population. In 1998, Alberta had the second highest participation rate in Canada (36.8%), but the rate has dropped significantly since 1992 (44.9%).²⁶ If the current situation is maintained this downward trend is likely to continue. There are clearly changes in demand profiles, with a reduced level of participation in "traditional" sports, but increased demand for less structured sport experiences.
- Under-represented groups in sport participation include females, people who are economically disadvantaged and/or belong to various cultures, and persons with a disability. For example, the difference in participation levels between men (43%) and women (26%) in 1998 was larger than in 1992 (when there was only a 14% difference).

Current gaps

- The benefits of physical activity increase proportionally as a result of the time and intensity provided. Consideration should be given to maximizing the amount of time available within the school context.
- The "fun" element of sport participation must remain a priority to ensure continued involvement. This is not always evident in current programming initiatives.
- A lack of qualified coaching is inhibiting participants from experiencing skill-level improvements. Once introduced to sport, participants will continue to realize the various benefits associated with it if they continue to enjoy it and improve their skills.
- Cost is an issue for many Albertans, and this factor is a barrier to participation in sport. In 2000, 20.6% of Albertans reported that the cost of equipment/materials/supplies was either an "important" or a "very important" factor that prevented participation in a leisure or recreation activity. Similarly 18.1% reported that admission fees and charges were either "important" or "very important" factors that limited participation.²⁷

EXCELLENCE IN SPORT

Rationale

- Excellence in sport is as valid a pursuit of excellence as in other fields of human endeavour. Excellence does not necessarily mean winning medals; it is a philosophy more than an end result. The Alberta government's vision for children is based on the premise that "children have the right to be born healthy, and receive every opportunity to develop to their strongest potential" (Speech from the Throne, February 2001).
- High performance athletes must be recognized and celebrated as valued Alberta citizens.
- Creating excellence is likely to broaden the funding base. Excellence should be tied to the national sport plan to show a systematic approach to delivering sport programming.
- Excellence brings tremendous benefits, including unity, personal achievement, teamwork and self-confidence. It also shows that Albertans have the ability to compete nationally and internationally.

Current gaps

- While a large number of volunteer coaches provide considerable support to developing athletes, there are limited opportunities for coaches to develop professionally. To achieve excellence, Alberta's athletes must have access to high quality coaching expertise. This gap is having an impact on the ability of athletes to reach higher levels of performance.
- Many of Alberta's high performance athletes are unable to compete and train at home because of limited regional support. A lack of local programs for developing athletes aspiring to excellence forces them to relocate after they reach a certain level. This problem for regionally based athletes is magnified by inadequate travel support.
- The opportunity to benefit from competitions and national championships is limited by inadequate financial support for travel.

- Compensation for high performance athletes is inadequate. Consequently, they are unable to concentrate fully on their training and competition objectives. To be competitive at the highest level, high performance athletes must devote considerable time training, and this fact limits their opportunities to participate fully in the labour market.

LEADERSHIP AND VOLUNTEER DEVELOPMENT

Rationale

- To ensure correct instruction of athletes at all levels, coaching standards must be enforced. All coaches should have some minimum level of coaching certification.
- Volunteers underpin the entire sport system: without them, there would be very little organized sport. This commitment must be recognized and developed.
- The government recognizes that education continues long after a person "finishes his or her formal education" (Speech from the Throne, February 2001). This is as true in the domain of sport as in other aspects of human endeavour.

Current gaps

- High performance coaching is not seen as a valued profession at present.
- The sport system does not have the capacity to rely on paid coaches and officials for all its high performance needs. Nevertheless, more paid coaches are needed.
- There are limited affordable courses aimed at volunteer coaches and administrators.
- More leadership development opportunities are required throughout the sport system, both at the paid staff and volunteer level.
- The costs associated with training sport leaders are prohibitive, particularly among volunteers and leaders from outlying regions.

SPORT MARKETING AND COMMUNICATION

Rationale

- Public attitudes and perceptions about amateur sport do not reflect the reality. Albertans do not appear to recognize many of the benefits of sport.
- Sport should be viewed as an investment in the health of Albertans, not just as an expenditure of public funds.

Current gaps

- There is little social marketing to highlight the benefits of sport to individuals or to society (pride, health, social benefits, crime reduction, improved federal/provincial relations, etc.).
- There is inadequate recognition of success stories in amateur sport in the province. In many communities, little is being done to recognize the achievements of athletes and coaches. In larger urban centres, there is a media bias toward coverage of professional sport at the expense of amateur sport.
- There are only sporadic media messages about the various positive benefits of sport.
- Networking and linkages between and among sports organizations is lacking. Communication and access to provincial organization resources is inadequate, especially for those in rural communities.

BUSINESS OF SPORT

Rationale

- The complexity of the sport business needs to be understood if the government and private sector are to increase their support for sport.
- The far-reaching impact of the sport business in Alberta (e.g., expenditures on participation, sport tourism, local employment benefits, etc.) is not recognized at present.

- Professional sport plays a role in attracting tourist spectators to cities where franchises are located. In some cases the economic impact of professional sport has been studied. However, the impact of professional sport on amateur sport participation is not recognized.
- There is considerable anecdotal evidence of the economic significance of sport in Alberta's communities. For example, in the town of Oyen two restaurants closed down in the wake of the arena burning to the ground, which forced games and tournaments to be cancelled or relocated.

Current gaps

- There is a lack of information on the economic significance of amateur sport in Alberta and in individual communities.
- Not enough partnerships have been developed with key agencies to ensure that limited resources are used efficiently.
- The sport development system is not perceived as an "industry," in part because data have not been generated or analyzed to support this view.

FACILITIES

Rationale

- To accomplish other goals of *A New Century for Amateur Sport: A Sport Plan for Alberta*, venues must be provided to meet the training and competition needs of Alberta's athletes. This is important for both participation (facilities must be accessible) and excellence (facilities must be first-class).
- Facilities are a major issue in Alberta, given the climate and the fact that the majority of Alberta's facilities were built during the Canadian centennial celebrations of 1967. The provincial government has recognized the problem and has indicated it will "work with its municipal and federal partners to improve Alberta's infrastructure" (Speech from the Throne, February 2001).

- The facility issue also relates to the 1998 Alberta Active Living Strategy recommendation that the Community Facility Enhancement Program be modified to assist Alberta municipalities in maintaining and upgrading existing indoor/outdoor recreation infrastructure.
- Changes in demand and diverse populations require different types of facilities. These changing needs must be addressed. For example, as the population ages, sport facilities will have to cater to the specific needs of an older client base.
- The development and maintenance of facilities also relates to issues of safety for sport participants (see below).

Current gaps

- Many of the sport facilities are legacies of past events hosted in Alberta and now require upgrading. For example, facilities were constructed for the Canada Winter Games, Commonwealth Games and Olympic Games, and for major celebrations such as Canada's centennial.
- Operating costs (currently, rising utility costs are a big issue) are a major concern for communities that have facilities.
- Concerted planning to encourage facility sharing among different user groups is not as widespread as it could be (e.g., joint use by school boards and community users, use of outdoor facilities, etc.).
- There is no province-wide plan for refurbishing and replacing aging facilities, for building new facilities and maximizing the use of facilities.
- Growth communities are lagging in the development of new facilities. As regional populations have increased, facility provision has not always kept pace. The result is a reduced quality of life in the affected locations.

FUNDING

Rationale

- The recent trend toward free market economic policies, combined with the downloading of service provision from federal to provincial to municipal tax bases, has resulted in a user-pay philosophy.
- The benefits of sport are extensive and far reaching. Health is an Alberta government priority. There is a clear link between sport and health. The February 2001 Speech from the Throne included this statement: "Albertans are concerned about reports of long waiting lists, shortages of health professionals, and the system's sustainability." Investment in sport is likely to reap considerable long-term benefits in reducing the demands on the health care system. Sport can also have benefits in other areas that government is addressing, such as reducing crime, improving opportunities for children and improving the quality of life of Albertans.
- Reinvestment in sport is required at both the government and corporate levels. The economic benefits of sport to the private sector are considerable, and corporations that profit from the sport community should be encouraged to reinvest in order to increase demand for their products and services.

Current gaps

- All potential funding sources for sport have not been identified and secured.
- Partnerships with other government priority areas (justice, health, etc.) have not been developed to the fullest extent possible.
- There is no provincial reinvestment strategy for sport.
- The tax system does not provide an incentive for private support for sport. While sport organizations have, out of necessity, sought non-governmental funding, corporate and private sponsorships are minimal for most amateur sports.

- In some cases there is both a lack of coordination of sponsorship efforts and lack of expertise in providing value to sponsors. Potential recipients of private and corporate support have not been educated about the need to provide adequate return for sponsorship investments.
- Common strategies have not been developed in the search for funding. For example, clinics for athletes, coaches and officials often benefit a single community rather than an entire region.
- There are barriers to access for some individuals and some sectors of society. Fees and charges act in opposition to the "sport for all" philosophy.
- Provincial funding for sport has not kept pace with either inflation or population growth.
- Dramatic increases in utility costs are affecting the ability of sport organizations to provide services.

ETHICS IN SPORT / SAFE ENVIRONMENT

Rationale

- Increased attention is being paid to ethical practices in sport. The win-at-all-costs mentality that appears to prevail is harmful to sport participants and negates many of the positive benefits of sport.
- Safety is a key element in sport - at the physical level (safe facilities) and the psychological level (adequately qualified coaches, elimination of harassment, etc.). As stated in the February 2001 Speech from the Throne, the government is committed to "building safe communities for all Albertans." This commitment should extend to those who participate in sport.

Current gaps

- A "fair play" ethic throughout the sport system (from coach education, official training, community clubs, schools and other sport delivery mechanisms) is not being consistently applied and reinforced.

- Safe places and safe environments for sport participation are not always being provided. This is partly because of inadequacies in facility provision, and partly because of the need for additional training of facility operators, volunteers and leaders in sport.

RESEARCH, DEVELOPMENT AND PLANNING

Rationale

- To be on the leading edge in sport, Alberta must invest in applied and longitudinal research. Current research is valuable for participants throughout the sport continuum, from beginners to high performance athletes. The government has said that it "will continue to support research and the development of new ideas" (Speech from the Throne, February 2001). Innovation and staying on the leading edge will provide advantages to Albertans.

Current gaps

- Alberta lacks a mechanism for keeping abreast of current research and development efforts in sport.
- The province lacks a system for ensuring that research information is distributed to the individuals who can use it. There is no fully developed provincial research network for sport and recreation.
- Post-secondary institutions do not have sufficient incentives to conduct research on sport-related issues.
- There is a lack of granting agencies for sport-related research, as compared with areas such as medical science and engineering. Few Canadian companies have the financial resources to fund applied research in sport performance. One example of collaborative research is the Nike/Bauer/NSERC funding of the Hockey Biomechanics

Laboratory in Ottawa.

- The focus has not been on applied research initiatives that produce results for sport practitioners (coaches and athletes) in the near term.
- In addition to a lack of research in the sport sciences, there is a lack of data to inform a variety of policy issues. Questions that need to be answered include: How is success measured? How much does it cost? What is the economic significance of sport?
- The key issues of integration, cooperation and collaboration have not been addressed sufficiently.
- There is a need for role clarification in the sport delivery system.
- A coordinated effort within the provincial and federal governments is required to address the needs outlined in *A New Century for Amateur Sport: From Participation to Excellence*.

SPORT ORGANIZATION AND PARTNERSHIPS

Rationale

- Partnerships are essential to the future of sport in this province.
- The existing sport delivery system is tied to the education system, which has an impact on participation and excellence priorities.
- Alberta Community Development's annual report for 1999-2000 stated that "future success will depend on the development of cross-government and private partnerships as an important means for delivering efficient and effective programs."

Current gaps

- There is no single voice for sport at the provincial level or at the community/municipal levels in most communities. The Edmonton Sport Council is one example of an attempt to address this challenge at the community level. The Council strives to act as a central agency for promoting sport in various ways in the local community, without detracting from the efforts of individual sport groups.
- Participants do not have a smooth transition from community to school development programs through to provincial, national and international programs. Often, the operations of these programs are not aligned.

Actions

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

Area of Emphasis: SPORT PARTICIPATION

OUTCOME 1:

A province of physically active people who receive positive health benefits from sport participation

ACTIONS

- Ensure sport participation is included in the overall actions of the Alberta Active Living Strategy.
- Provide opportunities for Albertans to participate in physical activity.
- Increase awareness of existing opportunities for Albertans to participate in physical activity.

OUTCOME 2:

Increased accessibility for under-represented groups to give all Albertans the opportunity to participate

ACTIONS

- Gather stakeholders from under-represented groups to establish programs to enhance accessibility.
- Adopt and support the In-Motion initiatives that focus on increasing opportunities for girls and young women.
- Work with municipalities to enhance inner-city outreach programs and create increased sport opportunities for economically disadvantaged groups.
- Consider the concepts of the Maskwachees Declaration (see Appendix 4).
- Enhance the Alberta's Future Leaders program.
- Support Alberta's participation in the North American Indigenous Games.
- Provide enhanced support to the Indigenous Sport Council (Alberta) for indigenous athlete development.

- Decrease the barriers to participation in sport for persons with a disability.

OUTCOME 3:

Youth development through sport

ACTIONS

- Create a community outreach youth sport grant program to support activities such as a funtime sports and play for all programs for community youth.
- Develop outreach programs to serve remote communities.
- Expand and enrich sport in schools at all levels - intramurals and interschool competition.
- Create sport skill development plans/programs in conjunction with provincial associations and physical education instructors.
- Develop sport training/teaching modules with resource materials.
- Develop modified youth sport programs with modifications to items such as rules and playing areas.
- Emphasize skill acquisition in community sport organizations.
- Develop programs to increase adult/parental involvement in sport to allow parents to act as positive role models for their children.

OUTCOME 4:

Encouragement for student participation in sport and physical activity in the education system

ACTIONS

- Continue to include K-10 physical education as part of core programming to Alberta students and provide support for teacher implementation of the new program.
- Support and encourage physical education from kindergarten to grade 12.
- Ensure that leisure education is included as a requirement of the school curriculum in order to meet lifelong learning objectives.
- Support the Ever Active Schools program.

OUTCOME 5:

Alberta workplaces that support sport and physical activity

ACTIONS

- Expand the concept of workplace sport participation through the Corporate Challenge movement.
- Support the Alberta Active Living Strategy in areas relating to sport and physical activity participation in the workplace. Specifically:
 - A special Active Living in the Workplace information and research section is established in the Alberta Centre for Active Living (Recommendation #19).
 - The Alberta Government takes the lead role in establishing a "Model Employee Active Living Program" (Recommendation #20).

- In cooperation with the Workers Compensation Board, a fee structure is established to act as an incentive for employers to provide workplace Active Living programs (Recommendation #21).
- Delivery of the Canadian Physical Activity, Fitness and Lifestyle Appraisal program is expanded throughout the province, and expansion should specifically ensure that the program applies to the workplace (Recommendation #22).

OUTCOME 6:

Alberta's sport organizations provide opportunities for the full range of participation

ACTIONS

- Provide ongoing support for Alberta Seniors Games.
- Develop masters age sport opportunities for athletes.
- Provide ongoing support for the Alberta Games and interprovincial games programs.

Area of Emphasis: EXCELLENCE IN SPORT

OUTCOME 1:

Provision of high-level training opportunities to Albertans

ACTIONS

- Increase support for preparation of Albertans at the Alberta Games, Canada Games, Arctic Winter Games, and the Western Canada Summer Games.
- Increase access to facilities and services of high performance centers.

OUTCOME 2:

An increase in the number of competition opportunities available to Albertans

ACTIONS

- Proactively pursue the hosting of major national and international sport events in the province.
- Increase support for participation in regional and national competitions.

OUTCOME 3:

Schools in Alberta's education system provide flexibility in academic scheduling to students who wish to progress in their development as athletes so they can pursue both academics and sport

ACTIONS

- Support the sport school concept to provide Alberta athletes with the opportunity to pursue academic and athletic excellence.
- Promote the benefits of sport on athletic performance.

OUTCOME 4:

Access to sufficient financial resources for Alberta athletes to cover their living and competitive expenses during their competitive careers

ACTIONS

- Develop an expanded/enriched Alberta High Performance Athlete Program.
 - increased individual athlete support (able bodied and athletes with a disability)
 - increased funding to provincial associations for elite training/competitors and team preparation for interprovincial games targeted to four-year plans
 - expanded scholarship program to include a mix of full-time residential/non-residential and development camp-based programs
- Develop regional sport strategies through regional recreation associations.
- Promote harmonization of various athlete assistance programs.
- Develop a coaching employment program to better support the athlete programs.

OUTCOME 5:

Opportunities for Alberta athletes to train close to home

ACTION

- Develop a provincial sport training and sport sciences network in partnership with government, municipalities, facility owners, education systems and provincial sport associations.
- Participate in and establish a provincial network that provides enhanced training opportunities and improved access to athlete/coach support services (including medical, biomechanical, psychological, physiological, transitional) that links with the National Sport Centre Network.

OUTCOME 6:

A broader base of talented Alberta athletes

ACTION

- Establish an Alberta Sport Model designed to improve methods of identifying athletic talent.

OUTCOME 7:

Opportunities for potential and emerging athletes to reach the next level

ACTIONS

- Develop a secure funding base for bridging the gap between the national sport organization (NSO) and provincial sport association funding.
- Bridging the gap between competition and training between the NSO and provincial sport associations.
- Work with the NSO via the federal government to reduce the gaps in athlete support.

OUTCOME 8:

A funding framework that rewards current and future success in sport excellence and population health outcomes

ACTION

- Monitor the accomplishments of provincial sport associations and funded agencies through an ongoing performance/outcomes-based evaluation system that:
 - positively reinforces achieved outcomes in sports excellence performance and population health
 - targets specific sports and disciplines that have potential for international success

OUTCOME 9:

Opportunities for Alberta athletes to remain in Alberta to compete and seek post-secondary education

ACTION

- Establish a university and college sports investment program with priority support for:
 - travel subsidies
 - scholarship support programs based on academic and athletic prowess
 - salary subsidies for coaches

OUTCOME 10:

A sport development system in place throughout Alberta and Canada that allows an athlete to progress from the local to the national level without encountering artificial barriers or blockages that hinder their athletic development

ACTION

- Develop a support program for developing athletes that leads up to carded athlete/high performance program status.

OUTCOME 11:

Opportunities for Alberta athletes who have completed their competitive careers to give back to the provincial sport system in positive and proactive ways

ACTION

- Develop a sport leader program for high performance athletes.

OUTCOME 12:

A large number of companies in Alberta support Alberta athletes who are training for and competing at the national and international levels

ACTION

- Initiate corporate sponsorship partnerships to support sport development.

OUTCOME 13:

Achievement of the sport development outcomes identified for provincial, western Canadian, interprovincial and international games

ACTION

- Undertake an analysis of games involvement, and revitalize the strategies as necessary.

Area of Emphasis: LEADERSHIP AND VOLUNTEER DEVELOPMENT

OUTCOME 1:

More full-time careers in coaching

ACTIONS

- Establish a system whereby coaches receive a salary that is in line with similar positions of responsibility.
- Encourage educational institutions to offer a formal certification or undergraduate degree in coaching.
- Investigate the merit of an Alberta coaching association to recognize, promote and support the contributions and commitments of coaches to our communities.
- Provide coaches with an accreditation/certification/re-certification program to ensure a superior science-based approach:
 - 3M National Coaches Certification Program
 - national officials certification programs
 - national/provincial sport association programs.
- Develop a coaching mentorship program in Alberta.
- Offer coaching education in "soft skills" to enhance communication skills and interpersonal relationships.

OUTCOME 2:

More full-time careers in officiating

ACTION

- Develop an officials investment program that focuses on recruitment, recognition and retention.

OUTCOME 3:

Continued involvement of volunteers in sport as a result of enhanced training and development opportunities

ACTIONS

- Provide informal training and education opportunities.
- Establish regular volunteer training programs.
- Create a volunteer investment program for regional and local development that focuses on recruitment, recognition and retention.
- Ensure that provincial sport associations use a board development training program for volunteer board members.

OUTCOME 4:

A new generation of sport volunteers in Alberta

ACTION

- Establish developing leaders (mentorship program), incorporating incentives and benefits to encourage participation by experienced leaders.

OUTCOME 5:

A peer support network for volunteers

ACTION

- Establish a peer support network to share resources and knowledge.

OUTCOME 6:

Provincial sport associations that operate more effectively and efficiently

ACTIONS

- Establish a planning for excellence program to improve strategic/business planning for provincial sport associations.
- Develop a more effective sport development system that is supported by professional sport administrators.
- Enhance the skill base of sport administrators by establishing consistent training standards.
- Evaluate current training and education programs for sport administrators.
- Establish a management training program for provincial sport executives.

OUTCOME 7:

Leadership development that is appropriate for indigenous communities

ACTION

- Involve indigenous representatives and identify leadership needs.

OUTCOME 8:

Appropriate resources that allow physical education teachers to provide quality personal development opportunities through sport

ACTIONS

- Develop sport modules specifically for physical education teachers.
- Refine the new physical education curriculum based on results from pilot schools.
- Establish leisure education modules that tie into the life management curriculum.
- Investigate the possibility of offering modified 3M National Coaching Certification Program theory courses to educators during professional development days.

OUTCOME 9:

A system of sport education in Alberta that qualifies individuals to work in the current market

ACTION

- Establish a provincial education and training system based on:
 - labour market analysis of the sport industry
 - an inventory of sport coaching and training practices based on sport science.

OUTCOME 10:

Opportunities for Albertans to take time off work with pay to volunteer as coaches and officials in the sport delivery system

ACTION

- Encourage the development and reinforcement of corporate staff leave policies.

Area of Emphasis: SPORT MARKETING AND COMMUNICATION

OUTCOME 1:

Increased knowledge among Albertans of the positive benefits of sport

ACTIONS

- Establish a sport-marketing program for provincial sport associations.
 - Game Plan for Sport - a marketing program with a generic, province-wide application
- Publicize common, persistent and consistent messages about sport and the benefits of sport.
- Develop a provincial, multi-media social marketing campaign aimed at specific groups and decision makers.
- Undertake benefits research.
- Raise the profile of sport in the municipal and provincial political environments.

OUTCOME 2:

Increased opportunities for Albertans to view and learn about sport

ACTION

- Proactively pursue the hosting of major international and national sport events in the province.

OUTCOME 3:

Increased knowledge of Alberta's rich sports history so Albertans have the opportunity to celebrate this legacy

ACTIONS

- Increase awareness of the Alberta Sports Hall of Fame and Museum within Alberta.
- Enrich funding for the management and operations of the Alberta Sports Hall of Fame and Museum.
 - Develop outreach videos.
 - Hold an annual induction ceremony.
- Develop an Alberta sport excellence awards program to celebrate international, national, provincial, regional and local sport achievements.

OUTCOME 4:

An Alberta sport delivery system with the means to have partners interact with each other in a timely and meaningful way

ACTIONS

- Establish an Alberta sports high-tech network for the dissemination and management of sports information and research.
- Establish and maintain an Alberta sport website with interactive capabilities.
- Promote efficient communication among all partners.

OUTCOME 5:

Enhanced skill in dealing effectively with the media among Albertans who hold voluntary and paid positions and participate as athletes in the sport delivery system

ACTION

- Offer media training to athletes, coaches and association leaders.

OUTCOME 6:

Alberta athletes are acknowledged as positive role models for all members of society

ACTION

- Market athletes as role models via community sport programs and local media channels (paper, print, TV, etc.).

OUTCOME 7:

Access to sport resource information in local communities

ACTIONS

- Establish regional sport resource centres that act as clearinghouses of information (Edmonton Sport Council model).
- Have regional centres feed into the Alberta sport information resource centre (with links to a national resource centre).

OUTCOME 8:

Increased involvement of the Alberta media (electronic, print, voice and television) in the development of sport in the province, including assistance with sport development issues and the promotion of sport development opportunities

ACTION

- Host annually a sport media/broadcasting caucus
- an opportunity for sports media to meet and discuss sport development issues in Alberta.

OUTCOME 9:

Increased positive coverage of sport by the media

ACTIONS

- Produce positive messages and role models to deliver to media partners.
- Provide training to provincial sport associations and athletes on working effectively with the media.
- Provide positive impact (values and benefits) information via a social marketing campaign.
- Initiate a media awareness campaign that supports projects aimed at increasing amateur sport coverage in the media.

OUTCOME 10:

Media partnership in the continued evolution of the sport development system

ACTION

- Include the media as an active partner in the sport delivery system.

Area of Emphasis: BUSINESS OF SPORT

OUTCOME 1:

An increased contribution by the sport industry to Alberta's economy, as identified by accepted economic indicators

ACTIONS

- Develop a Sport Tourism Impact Model for assessing the direct and indirect impact of sport events.
- Successfully host and measure the impact of major international events.
- Successfully host and measure the impact of local, provincial, regional and national events.
- Work with the equipment/supplier industry to monitor the impact of the sport manufacturing industry on the overall economy.
- Encourage private companies involved in the sale of sporting goods and services to contribute financially to the development of sport in the province.

OUTCOME 2:

Corporate support and sponsorships for athletes and sport organizations

ACTIONS

- Assess more ways and means of bringing the private/corporate sectors into provincial sport development.
- Convene a summit of corporate/business leaders to assess ways and means of increasing private sector funding for sport in Alberta.

OUTCOME 3:

More Alberta communities hosting sporting events

ACTIONS

- Provide support for bid preparations and business planning.
- Develop a "bid to host" tips booklet to assist communities in hosting major events.
- Develop a hosting strategy for major provincial events.
- Expand the Hosting Program of the Alberta Sport, Recreation, Parks and Wildlife Foundation to provide support appropriate to the level of the event.
- Update the Sport Championship Inventory to make communities in Alberta aware of available events.
- Develop a provincial special event management and marketing certification and accreditation program.

OUTCOME 4:

Better identification and documentation of the impact of commercialization on sport at the professional and amateur levels

ACTIONS

- Assess the positive and negative impact of commercialization on the sport development system.
- Produce a report on the identified impacts for distribution to the Alberta sport community.
- Follow up three years after the distribution of the report to evaluate the usefulness of the information.

Area of Emphasis: FACILITIES

OUTCOME 1:

Alberta leads the country in the assessment, development, maintenance, operation and utilization of its sport facility infrastructure (indoor and outdoor)

ACTIONS

- Document and assess Alberta's facility inventory.
- Develop partnerships focused on the development and use of sport facilities.
- Encourage facility operators to partner with all levels of sport.
- Initiate new sport facility development for growing communities.
 - Establish a shared funding program for new sport facility needs.
- Continue facility development for existing and emerging sports.
- Increase provincial support to facility operator training programs in the province to enhance the provision of education opportunities to rural Alberta facility operators.
- Establish a municipal transfer grant program to assist with the operation of facilities.
- Ensure that facility development and operation standards and expertise are available and accessible.
- Ensure facilities throughout the province are up to date with existing accessibility guidelines.

OUTCOME 2:

Rehabilitation of Alberta's aging sport facilities to extend their useful life

ACTION

- Develop a provincial reinvestment strategy for Alberta's aging sport infrastructure.
- Establish a new grant program for life cycle management of community sport and recreation facilities.

OUTCOME 3:

Facility development undertaken with sustainability as a priority criteria

ACTION

- Host events that create or sustain a facility legacy.
- Establish a new grant program for capital development of new community sport and recreation facilities.

OUTCOME 4:

Maximum use of the available sport and recreation facilities in the province in any given year

ACTIONS

- Revitalize and renew joint use agreements for schools and the community.
- Establish a program of shared funding to facilitate community use of schools in the province for sport programs.
- Collaborate on the establishment of an energy consumption audit for municipal/community facilities.
- Undertake an analysis of the impact of rising utility costs on sport and recreation facility operations.
- Increase daytime use of community facilities by available user groups (i.e. schools, seniors, shift workers).

Area of Emphasis: FUNDING

OUTCOME 1:

Growth and stabilization of the provincial sport system

ACTIONS

- Secure resources from a variety of sources to maximize opportunities throughout the full continuum of sport development.
- Have government invest strategically in amateur sport, which includes:
 - the provincial government increasing its overall investment in athlete development (a reinvestment strategy)
 - fair and equitable deployment of resources based on public policy priorities of the Alberta Government
- Increase provincial funding to provincial sport associations (a reinvestment strategy) to offset inflation and population growth.
- Stabilize association self-generated revenue by increasing the number of participants in sport organizations.
- Develop a provincial reinvestment strategy for sport that features a unified approach by all government departments impacted by sport (i.e., the ministries responsible for sport, tourism, lotteries, health, justice and economic development).

OUTCOME 2:

Access for individuals and organizations in the sport development system to an increasing number of potential sources of funding to meet their long-term financial needs

ACTIONS

- Encourage the private/corporate sector to play a more prominent role in supporting sport development.
 - Proactively establish corporate sponsorship/partnership arrangements.
- Publicize potential avenues for corporate and private sector philanthropic donations directed toward sport.
- Optimize fundraising by finding new resources for sport development.
- Examine the level of lottery fund investment to sport.

OUTCOME 3:

Utilization of innovative and responsible sport management practices by organizations involved in the sport delivery system

ACTION

- Provide an innovative projects fund that has the capacity to support a full range of innovative sport projects (large and small).

OUTCOME 4:

Provincial and federal tax reforms that enhance sport participation and healthy living

ACTIONS

- Undertake a feasibility assessment for structured tax reform to allow individuals, facilities and corporations to support/participate in sport activities.
- Establish non-refundable tax credits for training costs incurred by volunteer coaches, officials and administrators.

OUTCOME 5:

Inclusion of a "hosting of sporting events" category in the Alberta 2005 centennial funding program

ACTION

- Support the hosting of major international, national and provincial championships during Alberta's 2005 centennial year.
- Develop a separate, one-time only program of funding for sport celebrations in 2005, with a focus on long-term benefits.

Area of Emphasis:
ETHICS IN SPORT / SAFE
ENVIRONMENT

OUTCOME 1:

The provincial sport system includes the values of fair play (honesty, integrity, respect), equity of access, freedom from harassment and accessibility for all

ACTIONS

- Establish a good sports program of sporting ethics, education and awareness.
- Establish education programs that provide skills and resources (e.g., safety guidelines).
- Establish mechanisms and/or programs for the certification of coaches and officials.
- Establish a mechanism to ensure that athletes, coaches and officials are treated fairly (promote the Fair Play concept, alternative dispute resolution, harassment policies, screening policies).
- Ensure that sport programs and opportunities are accessible to all Albertans.

OUTCOME 2:

Safe environments for sport participants (e.g., in facilities, under instruction and while using equipment)

ACTIONS

- Develop facility and equipment safety assessments.
- Establish an injury prevention program.
 - Tie into existing programs where possible.

OUTCOME 3:

Albertans participating in sport have a working knowledge of performance-enhancing substances

ACTIONS

- Participate in a national drug awareness and testing program.
- Link/network to sport medicine institutes and laboratories (Western Canada/Canada).
- Support the Canadian Center for Ethics in Sport programs related to banned and restricted substances.
- Promote the provision of better information on nutritional product labels (list of all ingredients).

Area of Emphasis: RESEARCH, DEVELOPMENT AND PLANNING

OUTCOME 1:

Current and relevant data to support improved decision making in the sport development system

ACTIONS

- Establish and support a provincial sport applied research framework/agenda.
- Establish a sport sciences research scholarship and bursaries program (e.g., technical research in sport sciences and sport medicine).
- Undertake relevant and current sport sector analysis to establish Alberta-based personal, social, community and economic benefits of sport.

OUTCOME 2:

Improved inter- and intra-agency direction setting

ACTIONS

- Initiate strategic planning - all sport stakeholders complete strategic plans for sport development.
- Hold annual sport think tanks to look at issues and challenges in the sport development system.

OUTCOME 3:

Leading edge technology is applied to identify and develop high performance athletes

ACTIONS

- Disseminate research findings.
- Develop an applied sport research funding incentive program that is tied to the province's post-secondary institutions.
- Examine development opportunities outside of sport for their application in a sport development setting.

OUTCOME 4:

Recognition and promotion of the academic contribution to sport development

ACTIONS

- Recognize Alberta sport researchers for their contributions.
- Encourage communities and organizations to use academic research in sport.

OUTCOME 5:

Measurable, positive impacts on cost savings in the health care system, justice system and social programs are demonstrated, documented and recorded

ACTION

- Develop a mechanism for monitoring positive impacts on the health care system, the justice system and social programs.

Area of Emphasis: SPORT ORGANIZATION AND PARTNERSHIPS

OUTCOME 1:

A dynamic, progressive and integrated provincial sport system led by an effective sport alliance

ACTIONS

- Establish an advocacy group "for sport, by sport" that is independent of government - a collective voice for sport, or an Alberta sport alliance.
- Develop sport advocacy positions and present them to the Standing Policy Committee once a year.
- Investigate the expansion of the existing Minister's Coordinating Council on Active Living to include sport.
- Establish a shared network of resources among the municipalities, and education and sport systems.
- Improve working relationship between provincial sport associations and the local level (municipalities and local sport organizations).
- Assess other sport development models and refine the Alberta model as required.
- Identify sport industry partners and clarify roles.

OUTCOME 2:

Albertans have input on the national sport policy and direction

ACTIONS

- Ensure that Alberta is represented in the development of the National Sport Plan.
- Ensure that Alberta is represented on national and international sport-related bodies.

OUTCOME 3:

Active partnership of the municipal and provincial governments in the sport delivery system

ACTIONS

- Assess the operational effectiveness of the multiple mandates of the Alberta Sport, Recreation, Parks & Wildlife Foundation.
- Clarify the provincial government's direction on sport development.
- Develop a provincial sport policy statement that incorporates health, justice and other key stakeholders.
- Produce a strategy that identifies the direction of municipalities in the provision of sport.

OUTCOME 4:

Expansion of current support services for provincial sport associations

ACTIONS

- Maintain the availability of Percy Page Centre as a provincial association administration centre.
- Examine the services provided at Percy Page Centre with a view to meeting future identified needs.

OUTCOME 5:

Sport development decision-making involves input from all those affected

ACTIONS

- Ensure that all major sport organizations include representation from athletes, the disadvantaged, indigenous people and persons with a disability.
- Encourage athletes to get involved in decision-making.

Notes

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

- ¹ Alberta Community Development Business Plan 2001-2004.
- ² Alberta Active Living Task Force (1998). *Toward an Active and Prosperous Alberta - The Health and Well-Being Advantage*.
- ³ Canada (2001). *Building Canada Through Sport - A Canadian Sport Policy - Draft Discussion Paper*.
- ⁴ Canada (2001). *Building Canada Through Sport - A Canadian Sport Policy - Draft Discussion Paper*.
- ⁵ Public goods, in economist's terminology, is where goods and services are both 'non rival' (one person's benefit from consumption does not prevent another from deriving the benefit) and 'non-excludable' (non-payers can not easily be prevented from enjoying the benefits).
- ⁶ Rec Facts No. 612 - Sport...For the Health of It www.cd.gov.ab.ca/building_communities/sport_recreation/resources_links/recfacts/general_index/recfacts612/index.asp
- ⁷ Canadian Medical Association, as quoted in *Alberta Active Living Strategy*, 1998.
- ⁸ Economic Burden of Illness in Canada (cited in the 'Mills Report' - Standing Committee on Canadian Heritage, 'Sport in Canada: Everybody's Business' 1998).
- ⁹ Canadian Fitness and Lifestyle Research Institute (CFLRI) (1995). *Active Living Enhances Health*. The Research File. Ottawa: CFLRI.
- ¹⁰ Canadian Parks and Recreation Association (1998). *The Benefits Catalog - Summarizing why recreation, sports, fitness, arts, culture and parks are essential to personal, social, economic and environmental well-being*. Gloucester, Ontario: Canadian Parks and Recreation Association.
- ¹¹ Sport Canada (2000). *Sport Participation in Canada - 1998 Report*.
- ¹² Rec Facts No. 611 - Benefits of Sport www.cd.gov.ab.ca/building_communities/sport_recreation/resources_links/recfacts/general_index/recfacts611/index.asp
- ¹³ Sport England (June 1999). *Best Value through Sport. The Value of Sport*. London: Sport England (English Sport Council).
- ¹⁴ Spector, M. (2001). *Alberta's Foremost Track and Field Town*. *Edmonton Journal*, June 9, p. D1-2.
- ¹⁵ Cameron, M. and MacDougall, C. (2000). *Crime Prevention through Sport and Physical Activity*. Canberra, ACT: Australian Institute of Criminology.
- ¹⁶ Rec Facts No. 611 - Benefits of Sport www.cd.gov.ab.ca/building_communities/sport_recreation/resources_links/recfacts/general_index/recfacts611/index.asp
- ¹⁷ Research Innovations Inc. - quoted in *Alberta Community Development Annual Report, 1999-2000*.

- ¹⁸ Saint-Germain, M. and Harvey, J. (1998). Composantes et mesure de la grappe industrielle canadienne du sport a partir de simulations. *Loisir et Societe*.
- ¹⁹ Economic Significance of Amateur Sport and Active Recreation in Edmonton in 2000 - presented to Edmonton Sport Council - Caminata Consulting, 2001.
- ²⁰ Alberta Speech from the Throne (February 2001).
- ²¹ Economic Development Edmonton, Preliminary Economic Assessments.
- ²² Calgary Tourism and Convention Bureau Research Department (cited in the 'Mills Report' - Standing Committee on Canadian Heritage, 'Sport in Canada: Everybody's Business' 1998).
- ²³ Rec Facts No. 612 - Sport...For the Health of It www.cd.gov.ab.ca/building_communities/sport_recreation/resources_links/recfacts/general_index/recfacts612/index.asp
- ²⁴ Sport Canada (2000). Sport Participation in Canada - 1998 Report.
- ²⁵ Physical Inactivity: A Framework for Action - Toward Healthy, Active Living for Canadians (1997).
- ²⁶ Sport Canada (2000). Sport Participation in Canada - 1998 Report.
- ²⁷ Alberta Community Development (2000). Alberta Recreation Survey.

Appendix 1

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

THE BENEFITS OF SPORT

Albertans believe that participation in sport and recreation is important. According to the Study on Participation in Amateur Sport in the Prairie Provinces (Sport Canada, 2000), 73.6% of respondents believe that participation in sports significantly improves all aspects of their lives. Over 90% of respondents felt that physical education classes should be compulsory up to grade 12. In supporting this belief, 32.2% of prairie respondents indicated that they participated regularly (at least once per week or several times per week in the last 12 months) in sports.

Canadians' love for sport is not limited to active participation in the sport of one's choice. Sport involvement also includes indirect participation as a coach, referee/umpire, administrator or spectator (Sport Canada: Sport Participation in Canada-1998 Report, 2000).

There are many positive benefits that sport can provide whether they be for the individual, community/society or economic level. Some of these benefits include:

Personal health

(Source of above benefits: *Canadian Parks and Recreation Association, The Benefits Catalogue, 1997.*)

- Sports, recreation and active living significantly reduce the risk of coronary heart disease and stroke, the leading cause of death in Canada (page 9).
- There is an inverse relationship between organized sport involvement and the use of alcohol, tobacco and other substances (Montelpare et al., 1993, page 87).
- Recreation, fitness, sports and active living, parks and culture all contribute to mental health, reducing stress, reducing depression and contributing to emotional and psychological well-being (page 19).

- Socialization through sport - children develop discipline, respect for authority, cooperative behaviour, recognize their roles in group activity, learn self-expression and how to relate and interact with others (World Forum on Physical Activity and Sport held in Quebec City, page 105).
- In childhood and adolescence, habitual physical activity, as opposed to a sedentary lifestyle, leads to increased bone mass and bone strength [Smith, E. L. and Raab, D.M (1985). "Osteoporosis and Physical Activity", *Acta Medica Scandinavica Supplement. 711: 149-156*]

Communities and families

- Sport and physical activity have the capacity to unite a community and/or a nation. Sport "is a subculture within Canada that embraces the very soul of our nation" (Presentation to the Sub-Committee on the Study of Sport in Canada of the Standing Committee on Canadian Heritage, 1998).
- In 2000, over 2,700 coaches were certified in Alberta under the 3M National Coaching Certification Program. This represents additional individuals who are committed to developing the lives of the youth in Alberta through sport (Alberta Community Development, Sport Services Section, 2001).
- According to Sport Canada: Sport Participation in Canada - 1998 Report, the number of adult Canadians involved in amateur sport as a referee, official or umpire increased from 550,000 in 1992 to almost 940,000 in 1998. The above Sport Canada report also indicated that approximately 1.7 million adult Canadians were involved in amateur sport as administrators.

Economic generator

- In 1996, Canadian families spent \$77,827,000 on sporting goods and services. This represents \$718 per family (Statistics Canada: Family Expenditures in Canada, 1996).

- Overall, the impact of sport and recreation sector on the gross domestic product (GDP) is \$8.9 billion, while direct jobs amount to 262,325 of jobs in Canada (Statistics Canada: Impact of Sport in Canada, 1994-95).
- Statistics Canada and the Canadian Travel Survey report that sport activity represents 26% of all personal trips taken by Canadians. Nearly 8.6 million trips annually included attendance at a spectator sporting event (Presentation to the Sub-Committee on the Study of Sport in Canada of the Standing Committee on Canadian Heritage, 1998).
- The Alberta Recreation and Parks Association in the fall of 1997 conducted research on the magnitude of the aging infrastructure involving indoor pools, outdoor pools and arenas (not including multi sport facilities, parks, sport fields, sport complexes and stadiums) the total estimated replacement value is \$809 million.
- The hosting of major games and championships has a significant impact on the economy. The 1988 Calgary Olympics had a net injection of \$1.277 billion, while the 1995 Canada Winter Games in Grande Prairie had a net injection of \$37.8 million in the local economies (Presentation to the Sub-Committee on the Study of Sport in Canada of the Standing Committee on Canadian Heritage, 1998).
- The 2001 World Championships in Athletics had estimated impacts of \$183 million in Canada, of which \$159 million was in Alberta and \$108 million of that was in Edmonton (Economic Impact of the 8th IAAF World Championships in Athletics - Edmonton 2001, Econometric Research Limited, 2001)

Appendix 2

A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

POTENTIAL PARTNERS IN ALBERTA SPORT DEVELOPMENT

(Note: This is not an exhaustive list, but rather a compilation of partners to illustrate the size and scope of the sport system.)
The information that follows has been taken from the various partner's mission statements or business plans.

PARTNER	ROLE IN SPORT DEVELOPMENT
Alberta Aboriginal Affairs and Northern Development	Promotes shared responsibility for achieving the government-wide goal to enhance the well-being of Aboriginal people in Alberta. Supports the use of sport and recreation for youth and community development. Supports Alberta involvement in the North American Indigenous Games.
Alberta Centre for Active Living	Supporting practitioners and organizations to improve the health and quality of life of Albertans through physical activity.
Alberta Community Development	Supporting community development, and through leadership, protection and partnership, helping all Albertans participate fully in the social, cultural and economic life of the province. Specifically, supported by the Sport and Recreation Branch and the Alberta, Sport, Recreation, Parks and Wildlife Foundation. (See page 45).
Alberta Economic Development	Promoting Alberta's continuing prosperity. Alberta is an excellent place to work, live, play and do business. The hosting of sporting events has a major impact on the economy and tourism.
Alberta Gaming	Responsible for business management and policy support for gaming and liquor activities in the province and the programs funded through the Alberta Lottery Fund. Specifically for sport, Alberta Gaming provides funding to the Alberta Sport, Recreation, Parks and Wildlife Foundation through the Alberta Lottery Fund and the Alberta Gaming and Liquor Commission and establishes the regulations for fundraising by volunteer organizations.

PARTNER	ROLE IN SPORT DEVELOPMENT
Alberta Health and Wellness	Protecting, maintaining, restoring and enhancing the health of Albertans. Sport is an integral part of the individual and collective health of Alberta, a long-term preventative investment.
Alberta Infrastructure	Support the provision of infrastructure for health care, learning, community and seniors' facilities. Alberta sport can contribute to the overall viability of community facilities and the program enhancement of facility users.
Alberta Justice and Attorney General	Recognizing the need for safer communities and crime prevention programs. Alberta Justice also supports the recommendations of the Active Living Task Force (opportunities for Albertans to lead healthy and more-active lifestyles).
Alberta Learning	Supporting a lifelong learning community that enables Albertans to be responsible, caring, creative, self-reliant and contributing members of a knowledge-based and prosperous society. Specifically for sport, Alberta Learning supports the importance of learning for the continuing prosperity of our province and the well-being of Albertans. Through curriculum development, Alberta Learning supports exposing students to quality physical activity programs.
Alberta Schools' Athletic Association	Ensuring that school sport is accessible, without economic or social barriers. Coaches should be adequately trained to enable them to provide the necessary leadership to teach not only the skills necessary to play the game, but the principles of fair play and good sportsmanship.
Alberta Seniors	This department supports the independence and well-being of seniors. Sport provides a life-long avenue for a more healthy, active and vibrant seniors population.

PARTNER	ROLE IN SPORT DEVELOPMENT
Alberta Children's Services	Government department involved in services to children and youth.
Alberta Sport, Recreation, Parks and Wildlife Foundation	Facilitating and enhancing activities, lifestyles and legacies through the development of active partnerships in sport, recreation, parks and wildlife. The Foundation, a non-profit Crown corporation, promotes a healthy quality of life for Albertans through the four core businesses of: • assisting provincial and community volunteer organizations • supporting multi-sport games • promoting active living • enhancing park and wildlife ventures
Alberta Sports Hall of Fame and Museum	Honouring Albertans who have distinguished themselves in sport, and operating a facility to house artifacts that are significant in Alberta sports history.
Alberta Tourism Education Council (ATEC)	Providing promotional tools that will: • encourage individuals and teams to enhance their visit to Alberta while attending competition or training • help Alberta communities make successful bids for major competitions
Calgary Olympic Development Association (CODA)	An internationally recognized leader in the development of Olympic winter sport athletes - a key partner enhancing Canada's best ever performances at the games. Mission Committing the legacy of the 1988 Calgary Olympic Winter Games to the complete development of Canadian Olympic winter sport athletes.

PARTNER	ROLE IN SPORT DEVELOPMENT
Canadian Centre for Ethics in Sport (CCES)	Striving, as a national non-profit organization, for a fair and ethical sport system by promoting drug-free sport, equity, fair play, safety and non-violence. Mission To create a sport system in Canada that promotes the pursuit of excellence by fair and ethical means.
Colleges and Technical Institutions	Providing education, training and research programs for sport leaders and administrators. Encouraging widespread participation and competition, and acting as a regional, provincial and national training center for specific sports. Providing elite opportunities for athlete development on sport teams.
Games Host Societies	Providing positive experiences when hosting Games competition by generating community support, and providing adequate facilities and well trained volunteers.
InMotion Network	Promoting increased physical activity opportunities for girls and women as participants and leaders. Through networking, advocacy and education, participants in the Network hope to see that girls and women enjoy a balanced, healthy lifestyle through participation in a range of physical activities in a safe and equitable environment.
Local Sport Clubs	Providing the necessary infrastructure to enable a sport to develop in a community by putting in place an organizational body, coaches, officials and facilities, and by promoting the club to attract members. Liasing with the Provincial Sport Association, regional recreation associations, etc., to help with sport delivery.

PARTNER	ROLE IN SPORT DEVELOPMENT
Local Sport Councils	Coordinating sport within the jurisdiction of the municipality, according to their bylaws. For example, the Edmonton Sport Council mission is: "To foster communication among partners in sport and to provide leadership to action; acting as a common voice for sport."
Municipalities	Coordinating sport programs and services at the local level; supporting local institutions and groups; promoting active participation in sport; and providing and operating community sport facilities.
3M National Coaching Certification Program	Catering to coaches, from the novice to master, in nearly 60 sports. The program is designed to improve the sport experience for coaches working with developing athletes involved in school, club or community sports; and to improve the success of high performance athletes competing at the provincial, national and/or international level.
National Coaching Institute - Calgary	Providing a unique opportunity for a high quality coaching experience in a variety of programs, with features not found in the regular Level 4 program: a practicum with a master coach, enhanced sport sciences instruction, expanded curriculum, extensive evaluation procedures and a class of student coaches.
National Sport Centre - Calgary	Supporting high performance athletes to achieve podium performances at international competition through a holistic development process.
National Sport Organizations	Being responsible for the regulation, advancement, planning and integrity of their sports throughout the country. The responsibilities include team training and selection, technical leadership, promoting participation, fundraising, marketing, coordinating sport competitions and working with provincial authorities to enhance sport participation at all levels.
Private Facility Owners	Supporting a facility infrastructure that will enable sport development to continue.

PARTNER	ROLE IN SPORT DEVELOPMENT
Professional Sport	Providing an avenue for role models to develop. Supporting an amateur sport system that will develop the athletes and administrators required to keep professional sport in business.
Provincial Sport Associations	Being responsible for the regulation, advancement, planning and integrity of their sports throughout the province. The responsibilities include team training and selection, technical leadership, promoting participation, fundraising, marketing, coordinating sport competitions and working with local authorities to enhance sport participation at all levels.
Regional Recreation Associations	Promoting and fostering recreation, culture, parks and active living as important community services in the development of a healthy community. Specifically, the seven regional recreation associations formulate zone sport strategies, offer leadership seminars and promote interagency networking. Communities can come together and learn to work together through sport, along with arts, cultural and environmental activities.
Retail Industry	Providing retail product and corporate sponsorship for participation in sport and physical activity pursuits for all levels and ages of participants.
Schools - Elementary to Post-Secondary	Encouraging sport activities and offering inter-school and intra-mural sport activities; providing the community with a facility and leadership base for overall sport development. The inclusion of physical education classes and opportunities allow young Albertans with an opportunity to develop life long skills in a number of areas related to physical activity, including participation in sport.
Sport Canada	Supporting the achievement of high performance excellence and the development of the Canadian sport system to strengthen the unique contribution that sport makes to Canadian identity, culture and society.

PARTNER	ROLE IN SPORT DEVELOPMENT
Sport Medicine Council of Alberta (SMCA)	Promoting and coordinating the provision of sport medicine programs and services for the Alberta sport community. Professional council members (sport medicine physicians, sport physiotherapists, athletic therapists and sport scientists) provide their services to assist in making Alberta a healthy and safe environment for sport and recreational activities.
Sport and Recreation Branch, Alberta Community Development	Supporting the development of sport and recreation by promoting participation in physical activity and recreation, and supporting athletic achievement. The branch: • enhances the development of sport and recreation at the provincial and community level by providing financial assistance and consultative services to individuals, organizations and institutions • promotes the development of active, healthy lifestyles for all Albertans • provides policy planning, administrative, program and technical support to the Alberta Sport, Recreation, Parks and Wildlife Foundation.
Universities	Providing education, training and research programs for sport leaders and administrators through established research and sport science programs. Encouraging widespread participation and competition, and acting as a regional, provincial and national training center for specific sports. Providing elite opportunities for athlete development on sport teams.

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

Appendix 3

A NEW CENTURY FOR AMATEUR SPORT: FROM PARTICIPATION TO EXCELLENCE

SUMMARY OF ACTIVE LIVING TASK FORCE RECOMMENDATIONS

The following is a list of 23 recommendations from the Alberta Active Living Task Force report, along with possible implications for *A New Century for Amateur Sport*. The previous Minister of Community Development, the Honourable Shirley McClellan, established the Active Living Task Force in 1997. The task force report responds to Federal/Provincial-Territorial Ministers responsible for Recreation, Sport and Fitness recognizing that physical inactivity is a major health risk and agreeing to develop strategies to make individuals more active.

Alberta Active Living Task Force Recommendation

Implications for *A New Century for Amateur Sport*

Recommendation #1:

That the provincial government departments of Community Development, Education, Health, Family and Social Services, and Justice include development of "Active Life Skills for Healthy Living" in the goals and strategies of their Three Year Business Plans.

Although *A New Century for Amateur Sport: From Participation to Excellence* specifically deals with sport development, the Alberta Active Living Strategy is included in the Plan for reference.

Recommendation #2:

That the Minister of Community Development establish a Minister's Coordinating Council on Active Living, comprising of relevant departments and organizations to oversee the implementation of this Alberta Active Living Strategy and ensure that a thorough follow-up evaluation is conducted.

Recommendation #3:

That each Regional Health Authority becomes a model for programs on Active Living and healthy eating and that Active Living and nutrition staff and services be included as part of the authorities' health promotion programs.

Healthy eating and active living will make for a healthier community, and supports healthier athletes.

Alberta Active Living Task Force Recommendation

Implications for *A New Century for Amateur Sport***Recommendation #4:**

That eight regional Active Living Coordinators be contracted to assist in the community-based delivery of Active Living programs and services.

Regional coordinators are one of the delivery mechanisms at the community level. They could be the point of contact in *A New Century for Amateur Sport: From Participation to Excellence's* reference to Active Living.

Recommendation #5:

That discussions with the Alberta Medical Association and the College of Family Practice of Alberta be initiated to encourage physicians to initiate the development of a "green prescription" program similar to the New Zealand program of prescribing Active Living as a treatment.

As Alberta begins to recognize and implement a preventative lifestyle as opposed to reacting to illness, more demand will occur for existing and new sport programs.

Recommendation #6:

Develop a liaison with Health Canada to increase the effective coordinated implementation of these recommendations with the soon to be released Health Canada's "Physicians Superkit" and Canada's Guide to Active Living.

Recommendation #7:

That Alberta Community Development, the department responsible for encouraging Albertans to lead active and healthy lifestyles, also be responsible for all parks and recreation corridor development in Alberta.

Alberta Active Living Task Force Recommendation**Implications for *A New Century for Amateur Sport*****Recommendation #8:**

That a capital grant program marking the province's 100th Anniversary be established to administer community grants for the development of trails throughout Alberta.

Support made available for infrastructure development such as trails helps provide the necessary environment for active living and supports sport development for certain activities.

Recommendation #9:

That Alberta TrailNet receives annual provincial association funding from the Alberta Sport, Recreation, Parks and Wildlife Foundation (ASRPWF) as a recognized recreation association, and that Alberta TrailNet be a key partner in coordinating and delivering the Alberta trail development grant program.

Support made available for infrastructure development such as trails, helps provide the necessary environment for active living and supports sport development for certain activities.

Recommendation #10:

That the Community Facility Enhancement Program be modified to assist Alberta municipalities in maintaining and upgrading existing indoor/outdoor recreation infrastructure.

Aging infrastructure is a problem. To enable *A New Century for Amateur Sport: From Participation to Excellence* to realize its vision "to make sport a vital component of Alberta's legacy, growth and lifestyle," investments to upgrade aging indoor/outdoor recreation infrastructure will be required.

Recommendation #11:

That broad-based participation becomes a criterion in determining ASRPWF funding to provincial sport and recreation groups.

Broad-based participation should mean that the available funding will benefit more people. However start-up funding for sports with lower participation is necessary to support the development of new activities.

Alberta Active Living Task Force Recommendation**Implications for *A New Century for Amateur Sport*****Recommendation #12:**

That a revised physical education curriculum, with an "active life skill focus," be developed for Alberta schools and that Alberta Education provides support for the implementation of this new curriculum, including professional development for existing staff and new specialist staff.

As the revised physical education curriculum is implemented it will have a positive impact on sport in Alberta. Although the curriculum does not focus on sport development per se, children will be taught the necessary skills to be active (in whatever capacity they choose) throughout their lives. Support will be necessary to support teacher implementation of this new program.

Recommendation #13:

That every school in Alberta has access to a specialist physical education teacher who has received teacher training specifically in "active life skills for physical education."

Implementation will foster the development of positive attitudes and lifelong physical activity skills.

Recommendation #14:

That all Alberta schools create a school environment that provides encouragement and opportunities for students to be physically active during each school day.

The Ever Active Schools program (a voluntary program) provides an environment supportive to physical activity development. This program helps to increase student awareness of the benefits of physical activity.

Recommendation #15:

That Physical Education 30 be recognized as an acceptable optional entrance requirement for all Alberta universities and colleges.

With Physical Education 30 recognized towards high school graduation requirements, more students may opt to continue with skill development through this avenue, leading to a more active young adult population.

Recommendation #16:

That Alberta universities and colleges provide opportunities for teacher pre-service practicum preparation that focuses on lifelong physical activity.

Alberta Active Living Task Force Recommendation**Implications for *A New Century for Amateur Sport*****Recommendation #17:**

That a Healthy Community School Program, modeled after the former Community School Program, be developed and administered by Alberta Community Development.

A healthy community school program would maximize available facilities, providing venues to the community for practicing and training physical activity and sport.

Recommendation #18:

That all operators of housing and care institutions for older adults be required to provide facilities and resources, including appropriate staff, in order to provide opportunities for their residents to engage in regular physical activity.

This will enhance *A New Century for Amateur Sport: From Participation to Excellence* by promoting and supporting activities for seniors.

Recommendation #19:

That a special Active Living in the Workplace information and research section be established within the Alberta Centre For Well-Being.

This would serve as part of the continuum by encouraging people in the workplace to be active.

Recommendation #20:

That the Alberta government take the lead role in establishing a "Model Employee Active Living Program."

Recommendation #21:

In cooperation with the Workers Compensation Board, a fee structure be established to act as an incentive for employers to provide work place Active Living programs.

Recommendation #22:

Delivery of the Canadian Physical Activity, Fitness and Lifestyle Appraisal program should be expanded throughout the province, and expansion should specifically ensure that the program applies to the workplace.

The expansion of this program will assist individuals interested in sport.

Alberta Active Living Task Force Recommendation

Implications for *A New Century for Amateur Sport*

Recommendation #23:

That a promotional campaign called the "Alberta Active Living Champions" program be implemented.

This program will influence more Albertans to be active.

Appendix 4

A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

MASKWACHEES DECLARATION

PREAMBLE

We, the delegates of the National Recreation Roundtable on Aboriginal/Indigenous Peoples, held in Maskwachees (pronounced: musk-wah-cheechee), February 2000, are deeply committed to improving the health, wellness, cultural survival and quality of life of Aboriginal/Indigenous Peoples, through physical activity, physical education, sport and recreation.

We affirm that the holistic concepts of Aboriginal cultures, given by the Creator and taught by the Elders, promote balance through the integration of the physical, mental, emotional and spiritual growth of the individual.

We recognize that many social issues - including poverty; health concerns such as type 2 diabetes, heart disease and fetal alcohol syndrome; rates of incarceration; substance abuse; harassment and racism; and a sedentary lifestyle - have contributed to poor health and a low quality of life for many Aboriginal/Indigenous people.

We recognize Canada's endorsement of Article 3 of the United Nations Declaration on the Rights of Indigenous People and the recommendations from the Royal Commission on Aboriginal Peoples dealing with recreation, sport and active living.

STRENGTHS AND CHALLENGES

We are supported by these strengths:

- a willingness to respect partners and to work together with a readiness to learn and lend
- a commitment by the Federal-Provincial/Territorial governments to reduce inactivity among Canadians by 10% by 2003
- a growing number of effective programs, policies and practices

- infrastructure development in the sport and recreation sector
- a physically active Aboriginal/Indigenous traditional lifestyle
- international documents/statements that recognize the importance of physical activity, physical education, sport and recreation

We are challenged by:

- the fact that Aboriginal youth are the fastest growing segment of the Canadian population
- the need to support, invite, integrate and use the knowledge of Elders in program design and delivery
- the lack of priority in allocation of adequate financial and human resources for recreation and sport
- the complexity of the infrastructure - independent rather than interdependent
- the need to enhance communication and accountability between Aboriginal and non-Aboriginal sport and recreation organizations and governments
- the need for quality community based programs and services and the creation and renewal of sport and recreation facilities
- a learned attitude of helplessness and "who cares?" held by many
- the lack of clear initiatives for capacity building at the community level
- the need for more leaders and positive role models
- the need to recognize success and celebrate participation
- the need to ensure quality physical education in schools
- ensuring recreation and sport are positive experiences
- the need to create, pursue and implement system-wide change that will result in more flexible, creative and responsive policies and practices

RATIONALE

Traditional Lifestyles and Active Living, including physical education, physical activity, sport, recreation and related cultural activity:

- offer preventive strategies that are much more powerful and cost effective than reactive treatment strategies
- provide personal development for success in life: for example, mutual respect, honesty, teamwork, healthy work ethic, dealing with conflict, fair play, self esteem, pride and confidence
- provide inclusive opportunities for all ages and cultures to interact and to develop respect for each other
- provide inclusive opportunities for leadership development and role modeling
- provide opportunities for positive relationships and partnership building
- increase activity levels across the life-span to improve quality of life, enhance mental health and help reduce the incidence of osteoporosis, some types of cancer and conditions such as heart disease, type 2 diabetes, and obesity
- provide opportunities for developing a spiritual foundation of the individual, incorporating traditional values
- provide opportunities for the family unit, including parents, to be involved in the development of children, youth and communities

WE DECLARE THAT:

Sustainable commitment and investment in active living, physical activity, physical education, recreation and sport are essential to promote health and address social issues facing Aboriginal/Indigenous Peoples in communities across Canada.

And therefore we call on all Governments, Non-Governmental Organizations, communities and individuals in Canada to endorse this Declaration.

STATEMENTS OF INTENT

Recognizing the importance of an active lifestyle to the health and quality of life of Aboriginal/Indigenous Peoples,

we call on all governments and non-governmental organizations to articulate the benefits of active living, participation in sport and recreation and to influence their colleagues to elevate this matter on other complementary agendas.

Recognizing that system-wide support is essential in the active living, sport and recreation sector,

we call on governments and non-governmental organizations to collaborate and coordinate their efforts to bring about meaningful inclusion of Aboriginal/Indigenous Peoples in active living, recreation and sport.

Recognizing that Aboriginal communities need capacity in order to provide quality active living, recreation and sporting activities,

we call on all governments to focus resources in order to assist communities in meeting these needs.

Appendix 5

A NEW CENTURY FOR AMATEUR SPORT FROM PARTICIPATION TO EXCELLENCE

The following individuals represented their provincial organizations to provide input into *A New Century for Amateur Sport: From Participation to Excellence* at meetings in February, 2001.

Shannon Ablitt, Alberta Team Handball Federation	Al Dubeta, Alberta Sprint Racing Canoe Association
George Adams, Alberta Lawn Bowls Association	Kelly Edgeworth, Alberta Team Handball Federation
Allan Baettger, Alberta Horseshoe Pitchers	Vera Fawkes, Alberta Senior Citizens Sport and Recreation Association
Patti Barrett, Alberta Special Olympics	Bonnie Feakers, Skate Canada – Alberta/NWT/Nunavut Section
Ruth Becker, Alberta Senior Citizens Sport and Recreation Association	Eileen Ferrier, Alberta Bowhunters & Archers Association
Dennis Belair, Alberta Amateur Boxing Association	Ev Fehler, Synchro Alberta
Kara Berriault, Alberta Whitewater Association	Herb Flewwelling, Canadian Amateur Diving Association – Alberta Section
Ron Betts, Alberta Amateur Baseball Council	Doug Frost, Alberta Recreation Canoe Association
Tim Bjornson, Squash Alberta	Janet Fry, YMCA
Kevin Blanchette, Alberta Rugby Football Union	Brian Fryer, Football Alberta
Phillip Bobawsky, Alberta Water Polo Association	Cori-Lyn Gendengren, Water Ski Alberta
Kevin Bremner, Field Hockey Alberta	Don Griffith, Alberta Horseshoe Pitchers
Aaron Clements, Alberta Amateur Softball Association	Diane Gunn, Alberta Rhythmic Sportive Gymnastics Federation
Rita Coleman, Alberta Gymnastics Federation	Mike Haden, Alpine Club of Canada
David Connelly, Alberta Luge Association	Terry Hawes, Alberta Amateur Boxing Association
Bob Cooper, Squash Alberta	Scott Hayes, Alberta Gymnastics Federation
John Cooper, Athletics Alberta	Barbara Hill, Alberta Recreation and Parks Association
Glen Cowper, Cross Country Ski Alberta	Sharon Hogg, Alberta Sprint Racing Canoe Association
Jenny Crompton, Alberta Alpine	Shirley Hons, Alberta Amateur Speed Skating Association
Ollie Currie, Swim Alberta	James Hood, Swim Alberta
Gary Davidge, Tennis Alberta	Jim Jones, Alberta Amateur Softball Association
Claire Day, Alberta Lawn Bowls Association	Sean Kachmarski, Alberta Golf Association
Doug Delmage, Alberta Federation of Shooting Sports	Don Kadatz, Alberta Amateur Baseball Council
Guy Demers, Water Ski Alberta	
Marvin Dobish, Alberta Basketball Association	
Paul Doig, Alberta Association of Recreation Facility Personnel	

- John Kolody, Alberta Luge Association
Barbara Kusyano, Royal Life Saving Society of Canada
– AB & NWT Branch
Tim Leer, Hockey Alberta
Grady Long, Bowling Federation of Alberta
Norma Lorincz, Alberta Cerebral Palsy Sports
Association
Jennifer Luzia, Synchro Alberta
Peter MacKenzie, Alberta Soccer Association
Mike Mahon, University of Alberta
Barbara Marriage, Sport Medicine Council of Alberta
Bernie Masterson, Alberta Colleges Athletic Conference
Vaughn McGrath, Cross Country Alberta
Doug McMurray, Alberta Freestyle Ski Association
Paul Mollins, Alberta Tae Kwon Do Association
Gavin More, Biathlon Alberta
Peter Morris, Basketball Alberta
Gary Mills, Hockey Alberta
Gordon Murrie, Alberta Whitewater Association
Brian Neubeker, Alberta Golf Association
Lynn Nixon, Alberta Bobsleigh Association
Connie Nye, Alberta Triathlon Association
Phyllis Pannebaker, Alberta Amateur Baseball Council
Fernando Pardo, Sport Medicine Council of Alberta
Steven Patrick, Tennis Alberta
John Priegert, Karate Alberta
Lynda Roberts, Alberta Sprint Racing Canoe Association
Gary Sampley, Alberta Soccer Association
Maureen Sauve, Skate Canada – Alberta/NWT/Nunavut
Section
Gary Schmaltz, Bowling Federation of Alberta
Don Scott, Alberta Orienteering Association
Greg Scott, Alberta Alpine
Greg Scott, Alberta Recreation and Parks Association
Gary Shelton, Edmonton Sport Council
Sue Sherman, Alberta Rhythmic Sportive Gymnastics
Federation
Brenda Shewaga, Alberta Federation of Shooting Sports
Wilf Steele, Alberta Cricket Association
Pat Stopa, Alberta Bobsleigh Association
Craig Strange, Duke of Edinburgh's Award
Irwin Strifler, Alberta Colleges Athletic Conference
Jon Stoochnoff, Alberta Fencing Association
Brian Struthers, Alberta Bowhunters & Archers
Association
Amanda Turvey, Biathlon Alberta
Wendy Walker, Alberta Amateur Speed Skating
Association
Judy Wallace, Alberta Sailing Association
Jim Webster, Alberta Orienteering Association
Lisa Wolff, Royal Life Saving Society of Canada – AB &
NWT Branch
Marion Wolff, Alberta Water Polo Association
Helen Wright, Alberta Rugby Football Union
Howard Wurban, Hockey Alberta

